

Middle School Initiative

**PART I
COVER SHEET**

CAP 2 SEMESTER 2 WEEK 14

COURSE: Lindbergh Leadership Laboratory, Achievement 5

LESSON TITLE: Duties and Responsibilities, Styles of Leadership, and Leadership Attributes

LENGTH OF LESSON: 25 minutes

METHOD: Informal Lecture

REFERENCE(S):

1. *Leadership: 2000 and Beyond*
2. AFPAM 36-2241, *Promotion Fitness Examination Pamphlet*

AUDIO/VISUAL AIDS/HANDOUTS/ACTIVITY MATERIAL(S):

1. Overhead projector
2. Transparencies

COGNITIVE OBJECTIVE:

COGNITIVE SAMPLES OF BEHAVIOR:

AFFECTIVE OBJECTIVE: N/A

AFFECTIVE SAMPLES OF BEHAVIOR: N/A

Middle School Initiative**PART II
TEACHING PLAN****Introduction**

ATTENTION: Your role as a NCO demands that you develop and apply effective leadership skills. The next two classes will aid you in that development.

MOTIVATION: *"Leadership is often confused with management. Management is a science and comes from the head. Leadership is an art and comes from the heart. Management is important ... but leadership is indispensable. As for me, give me one leader for every 100 managers! And while I can not hope to even describe leadership for you, I assure you that you know a leader when you see one."* Brigadier General Richard L. Anderson, National Commander (Aug 93 - Aug 96), Civil Air Patrol; Lieutenant Colonel, USAF.

OVERVIEW: In our lesson today, you will learn more about your duties and responsibilities as a cadet staff sergeant. You will also become aware of the styles of leadership, and understand some attributes or traits of leadership.

TRANSITION: What does it take to make a good leader? Let's find out.

Body

MP 1 Many of you have already performed leadership roles above your current grade level. You have rotated through the position of flight leader, flight sergeant, first sergeant, and lastly, one of you is now the cadet commander. You should be performing duties of flight sergeant at your current level within the program. You are in a structured course of instruction and have no one senior to you at this time, many of you are serving in leadership positions that would normally be filled by senior cadet NCOs or cadet officers.

Therefore, it is up to all of you to help one another in developing your leadership skills, tutoring each other in aerospace education studies, and generally being of assistance to each other. Among you, there should be sufficient expertise to achieve anything required of you.

MP 2 In the performance of your duties, you will exercise any one of the three basic styles of leadership. These are authoritarian, democratic, and laissez faire. You will find these clearly defined in your leadership text, so I will not discuss them directly. What I will do though, is talk about the current Air Force philosophy on leadership styles. You will probably see a similarity between your text and this lesson.

MP 3 An outside study of leadership styles was conducted by Paul Hersey and Ken Blanchard. They came up with what they call the "Situational Leadership Theory." In this theory, they describe four styles: telling, selling, participating, and delegating. Here is a short explanation of each:

a. Telling. A high task and low relationship behavior characterize the telling style of leadership. Essentially, the leader sets goals, provides specific direction, controls decision-making, and closely supervises and evaluates the work. Does this remind you of any personal situations, past or present?

b. Selling. This is similar to telling but the behavior is changed to high task and relationship. The supervisor/leader still sets goals, directs activities, and evaluates the work. The change comes by involving subordinates in decision-making by soliciting ideas and explaining the decisions made. Do you see some similarity here in what you have been doing for the past several weeks?

c. Participating. Here we have a low task and a high relationship behavior. The followers are engaged in establishing goals, identifying and solving problems, and even evaluating their own work. The leader provides support and shares responsibility with subordinates. This approach is appropriate as the subordinates gain competence in the tasks but still need support in making decisions and solving problems.

d. Delegating. In delegating responsibilities, the leader has a low task and low relationship behavior. At this point, this style is used when subordinates are considered by the leader as being capable and confident in the job they are doing. They are allowed to take responsibility and credit for their accomplishments.

Transition: Now that you are aware of the styles of leadership, let's take a look at some attributes, or traits, of leadership.

MP 4 Your text lists eight attributes that you, as cadets, should be aware of and put to practice. Take a good look at those as you read your current chapter. Do they apply to you?

TRANSPARENCY LL 5.1 - Leadership Traits

The US Air Force says that good leaders tend to have.....

- A strong desire to achieve
- A desire to influence others for the common good
- A high energy level

- Persistence
- Task competence
- Good interpersonal skills
- Self confidence
- A willingness to act
- A tolerance for stress
- A high degree of flexibility

(NOTE: The instructor might elaborate, in his or her own words, on these traits for practical experience.)

Compare these traits with those in your text. Do they relate to one another? Do you recognize yourself in any part of this list?

Conclusion

SUMMARY: During our class today, we have covered the uniqueness of duties and responsibilities of positions that generally require persons of higher grade. You have been made aware of the three basic styles of CAP leadership and four styles used by the Air Force. We have also looked at various leadership traits that should have some affect upon you.

REMOTIVATION: *"Leadership is what gets things done. It's not rules - although they are important. It's not management - although that's important. It's getting a team focused on common, reasonably attainable, worthwhile objectives. It's ensuring the wherewithal for our people to attain those objectives. It's inspiring people to do more than they thought they could based on the simple but vital assumption that the Air Force is by and large made up of bright, dedicated, patriotic people."* This was part of a speech given by General Larry D. Welch, former commander of the Tactical Air Command and former Chief of Staff of the Air Force, to the Tactical Air Command NCO Academy.

CLOSURE: Read Chapter 5 of your text and start working on the chapter exercise. We will discuss the exercise during the review period. **DISMISSED!**

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**PART III
LESSON REVIEW**

LESSON OBJECTIVE(S): The objective of this lesson was to present the cadets with additional leadership materials that will increase their leadership potential.

LESSON QUESTIONS: None

Leadership Traits

The U.S. Air Force says that good leaders tend to have.....

- a strong desire to achieve
- a desire to influence others for the common good
- a high energy level
- persistence
- task competence
- good interpersonal skills
- self confidence
- a willingness to act
- a tolerance for stress
- a high degree of flexibility